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ABSTRACT

This report was compiled to insure compliance with current Board of Trustees' and Title IX guidelines relative to intercollegiate athletics; to report the status of athletic facilities and funding, student athletic recruitment, and athletics staffing; and to determine the desired scope, standards, and emphasis of the college's athletic program. To those ends, the Special Panel on Intercollegiate Athletics at Olympic College examined the college's win/loss record for the previous five years, the academic performance of students in four sports, the implications of Title IX requirements, student interest in and participation in various sports, school-by-school sports offerings in Washington, the literature on collegiate athletics, and the opinions of several out-of-state experts in the field. Study findings indicated college teams had win/loss records above .500 in 23, at .500 in 3, and below .500 in 15 instances; students in football and men's basketball exhibited low grades, light academic loads, and frequent dropping out; students in volleyball and women's basketball showed high grades, normal academic loads, and high retention. Panel recommendations, the president's response, questionnaire responses of students and student-athletes, Title IX recommendations, and a bibliography are included. (TR)

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REPORT OF

SPECIAL PANEL ON INTERCOLLEGIATE ATHLETICS AT OLYMPIC COLLEGE

February, 1977

Olympic College
Bremerton, Washington

CG 780 311

INTERCOLLEGIATE ATHLETICS AT OLYMPIC COLLEGE

Report to: Dr. Henry Milander, President - For Transmittal to the Olympic College Board of Trustees

Following the regular Olympic College Board of Trustees meeting of October 26, 1976; in a memorandum dated October 27, 1976; you appointed me Chairman of the Special Panel on Intercollegiate Athletics at Olympic College. In that memorandum, you conveyed the wish of the Board of Trustees that the Panel explore the topics listed below and present findings and a series of alternate recommendations to you before February 1, 1977. The topics listed were:

1. To insure that current Board of Trustees' Guidelines for Intercollegiate Athletics are being followed.

2. To insure Olympic College adherance to Title IX guidelines as they relate to intercollegiate athletics.

3. To report on the status of athletic facilities, athletic funding, recruitment of student athletes and staffing for intercollegiate athletics.

4. To determine the desired scope, standard, and emphasis of the intercollegiate athletics program.

The Panel has completed its task and has asked me as Chairman to draft and forward this report to you. As you read the report, you will notice that the material is presented in several sections. This is intentional, for it may be advantageous to use different parts of the report separately. For example, there is a section containing recommendations and a separate bibliography. For the same reason a chronological order of events is included. As you know, colleagues, including the Deans of Students at the other community colleges in the State of Washington, have requested copies of this report; hopefully this format will prove useful to all concerned parties.

Peter E. Steiner

Peter E. Steiner, Chairman
Special Panel on Intercollegiate
Athletics at Olympic College

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SECTION I - HISTORY

In the spring of 1976, the Student Services Council, a broad-based policy recommending advisory body to the Dean of Students, began discussing intercollegiate athletics at Olympic College. The Council requested that the Dean of Students, Dr. Peter Steiner, write a position paper on the topic. Dr. Steiner attempted to describe the status of intercollegiate athletics at Olympic College in the paper. On October 13, 1976, the Student Services Council adopted the following motion:

> "That the Student Services Council adopt the position paper on intercollegiate athletics and ask that the Dean of Students forward it to the President for further consideration."

President Milander presented the paper to the Board of Trustees and Dean Steiner made an oral presentation at the Study Session of the Board on October 20, 1976. At its regular meeting of October 26, 1976, the Board of Trustees took the action described earlier, requesting that the President set up the Special Panel. The Panel members were:

Robin Campo	Student
Ray Hall	Past and Current President of the Olympic College Booster Club
Steve Kager	Director of Student Programs and Activities
Cora Knutson	ASOC President
Raymond Soule	Olympic College Board of Trustees
Dr. Peter Steiner	Dean of Students and Non-Voting Chairman
Jack Stenhjem	Northwest Athletic Association of Community Colleges, President's Athletics Representative
Charolette York	Faculty Member and Activities Advisor (Coach)

In addition, the following non-voting representatives of the media were invited to sit with the Panel:

John Curtis	Ranger Newspaper
Ron Rogerson	KBRO Station Manager
Dan Weaver	Bremerton Sun Sports Editor

Diane Davis served as secretary for the Panel. The Panel began meeting in early November, 1976, and met at least once a week for two to four hours through three months.

SECTION II - PANEL MEETINGS

The Panel members agreed that the Panel's initial task would be to develop a format which would assure each Panel member an opportunity to participate fully and without undue outside influence. Therefore, except in those instances where a guest(s) or a public meeting was held, the Panel met in private. It was agreed among Panel members that unless otherwise noted, Panel discussions would remain confidential. This permitted Panel members complete candor. The Panel also agreed to function as a "Committee of the Whole" except in cases where formal votes were necessary.

The Panel agreed to collect information, read articles, listen to presentations, and hold public meetings prior to attempting any decision making. The Panel followed this principle faithfully. As the Panel proceded, the task grew in magnitude as Panel members delved deeper into the subjects at hand. At no time, however, did Panel members shy away from long meetings, extra research and hard work; and when the time came, the Panel members were able to reach consensus on the many recommendations listed later in this report. Participating Panel members enjoyed a true learning experience; tackling a difficult and often complex set of problems and resolving them in a democratic, orderly fashion.

SECTION III - PANEL GUESTS AND SPECIAL ACTIVITIES

At the request of the Panel, the Chairman invited several people to meet with the Panel. Bruce Leslie, Assistant to the President and Title IX Officer, helped educate Panel members about Title IX requirements as they relate to intercollegiate athletics. Mike Connolly, Business Manager for the district, answered questions about funding, facilities and transportation. Another meeting was devoted to exchanging ideas with past and present activities advisors (coaches).

The Panel members also toured the athletic facilities owned and/or leased by the district.

SECTION IV - SURVEYS, SPECIAL STUDIES AND RESEARCH

At the suggestion of the Panel, a chart was made showing the won-loss record of Olympic College teams over the past five years (see Appendix A). The chart showed that collectively O.C. teams were above the .500 mark twenty-three times, at .500 three times and below .500 fifteen times.

A four sport study (Football, Men's and Women's Basketball and Volleyball) was made to attempt to determine the performance of student athletes in these sports (see Appendix B). This study traced academic performance (G.P.A.), retention/dropouts and number of credits carried; and highlighted a rather disturbing trend in Football and Men's Basketball toward low grades, light academic loads and dropouts. Conversely, the two female activities showed relatively high grades, normal academic loads and high retention.

Following Bruce Leslie's visit, a Title IX survey was made with suggestions stemming from the survey included in the final Panel recommendations (see Appendix C).

Two specific questionnaires were designed and administered by the Panel. One questionnaire was geared to student athletes and was administered with the help of the activities advisors (coaches) in each sport. Since only fall and winter sports were in progress during the Panel's life, a recommendation to survey spring sports is included. The other questionnaire, directed toward all students, was distributed during winter quarter registration. Over ten percent of the student body was sampled. Results of the two questionnaires are attached (see Appendixes D and E).

Other Panel materials included a chart showing school by school listings of intercollegiate sports (see Appendix F), and the Associated Students of Olympic College (ASOC) athletic budget.

In order to become better versed in problems related to intercollegiate athletics, Panel members read numerous articles and contacted several in and out-of-state individuals with particular expertise in intercollegiate athletics (see Bibliography on Page 13).

SECTION V - PUBLICITY AND PUBLIC MEETINGS

The Panel recognized that intercollegiate athletics touches lives of non-students and alumni as well as students, therefore, several attempts were made to elicit public opinion. The Panel Chairman made four radio presentations on KBRO. First, a ten minute half time interview at the Olympic-Mt. Hood football game on October 16, 1976; second, a twenty-five minute "Quarterdeck" Show on November 8, 1976; third, a live, one hour phone-in show on December 30, 1976 which produced five calls; and finally, a ten minute interview at half time of the Olympic-Grays Harbor basketball game on January 22, 1977. Several articles appeared in the Ranger and the Bremerton Sun and two public meetings were held. The first public meeting took place on December 2, 1976 and lasted from 7:30 p.m. to 10:00 p.m. Twenty-seven people attended the meeting, fifteen of whom made presentations. A second public meeting was held on January 11, 1977 and lasted from Noon to 1:30 p.m. Fifteen people, some of whom had been at the first meeting, attended. Five of the audience spoke at the second public meeting. By design, Panel members did not attempt to respond to the presentors, instead listened and took notes on the comments offered. Both meetings continued until everyone desiring to speak had done so as often as he or she wished. The meetings were scheduled at different times to give access to people who preferred evening or daytime sessions. In addition to these public attempts to receive input, Dr. Steiner spoke to several service clubs including the Bremerton Athletic Roundtable (BAR) about Panel activities. Public input was stressed and members of the Panel conscientiously tried to give interested parties access to them.

SECTION VI - RECOMMENDATIONS

The Panel members reached agreement on final recommendations in the following manner. First, the various sources of input described in the previous sections were assembled. Then, each Panel member described his or her "ideal" intercollegiate athletic program juxtaposed with the actual situation at Olympic College. Initially, Panel members were asked whether, ideally, there should be any intercollegiate athletic program at Olympic College. When the Panel response was affirmative, the question "what should the program contain" was posed. Attention was given to developing a working philosophy. When that had been determined, the Panel moved to sport by sport discussions and specific recommendations in the following areas: Philosophy, Facilities/Services, Coaching/ Staffing, Policies/Procedures, Funding and Sport by Sport Analysis. In the recommendation section which follows, the actual Panel recommendation is underlined, with explanatory statements also included.

1. Philosophy

The Panel decided to begin its recommendations by attempting to state its philosophy in terms of an ideal intercollegiate athletic program for Olympic College. Underlying all of the Panel's work was the premise that a primary purpose of an athletic program at a community college should include the concept of lifetime sports. Try as they might, the Panel members found it almost impossible to think of intercollegiate athletics in a total vacuum separated from other types of athletic endeavors. The Panel recommends that intercollegiate athletics at Olympic College be viewed as one end of an athletic continuum which includes physical education, intramural sports, club sports and finally, intercollegiate athletics. In practice, this means that if a new sport is added it should progress through the continuum in some orderly fashion. The Panel further stresses the need to involve as many students as possible in a given activity and seek diversified programs. Panel members feel that new programs should be evaluated on a "cost per person" basis. Another overriding concern of Panel members is the need to emphasize equitable competition for Olympic College intercollegiate athletic teams. The Panel hopes that the administration and the Board of Trustees will take an active leadership role in the formal athletic organizations in several ways including stressing equitable competition. A formal recommendation relating to the athletic conferences appears in Appendix G. The Panel further endorses the concept of students first - athletes second. In other words, the primary concern of students at Olympic College must be their learning experience with all co-curricular activities including intercollegiate athletics playing an integral part in that experience. The Panel recognizes a need for long-range planning and a formal recommendation toward this end is listed under Policies and Procedures. All of the above is based on the premise

that the other schools with whom Olympic competes practice similar philosophies. It is in this area that the Panel ran into much difficulty. No one on the Panel wants to see Olympic College athletes go into competition playing by a different set of rules than their opponents. In recommendations which follow, the reader will notice an either/or situation. For example, the Panel feels that, ideally, scholarships and recruiting should be eliminated providing the other schools follow the same practice. Conversely, if other schools continue to provide scholarships and to recruit, then the Panel feels that Olympic College should have that same advantage; and as a matter of fact, should go to the maximum level of grants, job opportunities and recruitment allowed by the conferences. At first glance, this may seem two-faced, but the Panel is really thinking along two lines: on the one hand, recommending that Olympic College lead the way toward a new approach to intercollegiate athletics; while on the other, recognizing the reality of the current situation and allowing for the best operation possible under present conditions, should they continue. This concept, while difficult, may not be as hard to implement as one might think since individual Panel members' discussions with counterparts at other conference colleges lead them to believe that other schools are thinking along the same lines and would welcome Olympic College's leadership.

f. Policies and Procedures

The Panel recommends that scholarships be eliminated. Ideally, Olympic College should attempt to persuade other colleges in the two conferences to drop athletic grant-in-aids/job opportunities. If, however, grants-in-aid/job opportunities are retained, Olympic College should provide the maximum number of grants-in-aid/job opportunities allowed by the two conferences.

Along similar lines, the Panel feels that recruiting should be eliminated entirely. If, however, recruitment is retained, once again Olympic College should maximize its efforts in recruitment within conference standards. There may be a third approach, which would be to limit recruiting to the two-county area which Olympic College serves, if other conference schools also agree to limit recruiting to their respective districts. The latter is not a formal Panel recommendation but received a great deal of discussion and may be a desirable midway approach.

Since, at the present time, men and women are governed by separate conferences with a separate set of rules, the Panel recommends that Olympic College take leadership in urging one conference governing both men and women. The Panel discussed appropriate guidelines which would govern this hypothetical single conference. The guidelines are listed in Appendix G.

The Panel members expressed a desire to establish an on-going college committee to continually discuss the policies and procedures

relating to intercollegiate athletics and assist the College in long-range planning for intercollegiate athletics. Therefore, the Panel recommends that an Athletic Advisory Board be established as quickly as possible. Details regarding Board composition, meetings, purpose and recommendations are listed in Appendix H.

If Olympic College increases scholarships and recruitment, it may be necessary to encourage greater Booster Club participation, as it is important for the College to recognize that as expenses related to intercollegiate athletics rise, it may be necessary to seek greater support from the Booster Club.

The Panel recognizes the need for Olympic College compliance with Title IX regulations. Panel members completed a Title IX self-study and acknowledge the need for improvement in several areas (see Appendix C). The Panel recommends that steps be taken to bring Olympic College in compliance with Title IX regulations. Additionally, the Panel further recommends that constant attention be paid to current changes in Title IX interpretations. Compliance with Title IX regulations is a difficult matter since interpretation of compliance is constantly shifting. It is also recognized that the recommendations listed in Appendix C cannot be made effective all at once. The Panel does recognize that the College needs to take steps toward rectifying past inequities between treatment of the sexes in intercollegiate athletics. Clearly, this must be done with the assistance and guidance of the College Title IX Officer.

3. Coaching/Staffing

The Panel recommends that greater attention be given to insuring that qualified activities advisors (coaches) are hired. A relationship needs to be established between the amount of time needed to do a job, the stipend to be paid (if any) and the degree of responsibility of the job. The Panel recommends that the College continue its present policy of giving preferential treatment to on-campus personnel versus off-campus personnel in activities advisors (coaching) positions. There are many reasons for this, including accessibility to the coaches on the part of student athletes. The Panel further recommends the need for an Athletic Director who would receive a minimum of one-half release time from other responsibilities. The present Athletic Coordinators position has not proved satisfactory, however, it is difficult to envision the exact duties of the Athletic Director without knowing the scope of the program. That scope is dependent upon the acceptance or rejection of the numerous other recommendations in this report. The Panel recommends that more release time be considered for the activities advisors (coaches). The Panel further recommends that activities advisors (coaches) be given time and encouragement to participate in in-service training. This would include clinics in given sports, as well as an orientation process to inform them of the College's overall philosophy toward intercollegiate athletics.

The Panel further recommends that a classified staff position be created for a manager to handle equipment, travel and towels for all programs. Student managers should be provided to travel with the athletic teams. Finally, the Panel recommends that a qualified physician should be in attendance at all home contact intercollegiate athletic events.

4. Facilities/Services

The Panel recommends that the College take steps to acquire the following:

1) multi-use facilities for all athletic programs (physical education, intramurals, club sports, intercollegiate athletics)

2) a minimum of six tennis courts

3) a new field house including an improved locker/shower facility

4) a track and field facility

5) athletic fields

6) a swimming pool

The Panel recommends that the College make better telephone arrangements for the activity advisors (coaching) staff. An after-hours phone line should be made available to the coaching staff in a central location. Further, the Panel recommends that when possible, charter buses should be used to transport student athletes for purposes of comfort and safety.

5. Funding

There was considerable Panel discussion about guidelines which would build in a two-year stipulation for adding or phasing out programs. However, the Panel members could not reach agreement on this matter.

The Panel recommends that the Supplemental Salary Schedule for activities advisors (coaches) be reviewed and updated with special attention to consistency and parity.

The Panel recognizes that there must be institutional support of the intercollegiate athletic program to carry out the recommendations included in this report. The Panel subscribes to the statement attached as Appendix J.

6. Sport-by-Sport Analysis

The Panel recommends that the following sports be added to the Olympic College Intercollegiate Athletic Program: Soccer, Men's Volleyball, and Women's Softball. Soccer would normally be played in the fall and although it would predominantely attract males, would be open to women. Women's softball would normally be played in the spring. The Panel could not determine when men's volleyball would be played.

The Panel recommends that intercollegiate football be dropped immediately with two provisions: 1) that the monies normally used for football be diverted to other athletic programs, and 2) that attention be paid to conference guidelines governing dropping sports. Panel members recognize that football is an emotional issue and the members struggled with the pros and cons of maintaining, upgrading or deleting football. The final decision was based on comparing positive and negative factors attendant to football at Olympic College. The positive factors considered included increased enrollment, gate receipts, the opportunity for local athletes to participate, lack of other community college football opportunities in the Puget Sound region, media support, availability of participants and spectators, career development for student athletes, non-student identification with Olympic College, some student support, and the intrinsic value of the sport itself. Some of the negative factors included travel distance, total program cost, the need for recruitment, size of coaching staff, competition with the University of Washington, Seattle Seahawks, and area high schools, injuries, low academic performance of some student athletes, and negative media support. The Panel also considered the possibility of other conference schools dropping the sport, further increasing some of the problems listed.

SECTION VII - CONCLUSION

On the preceding pages, the activities and recommendations of the Special Panel to Study Intercollegiate Athletics at Olympic College have been described. The next step is for the College President to review the recommendations, add his comments and forward all recommendations to the Board of Trustees. The Panel members collectively have approached a difficult set of problems systematically and energetically. In addition to the materials included in this report, a complete file of Panel materials is available to interested parties in the Dean of Students Office. Hopefully, this research will prove useful to any individual or organization concerned with intercollegiate athletics.

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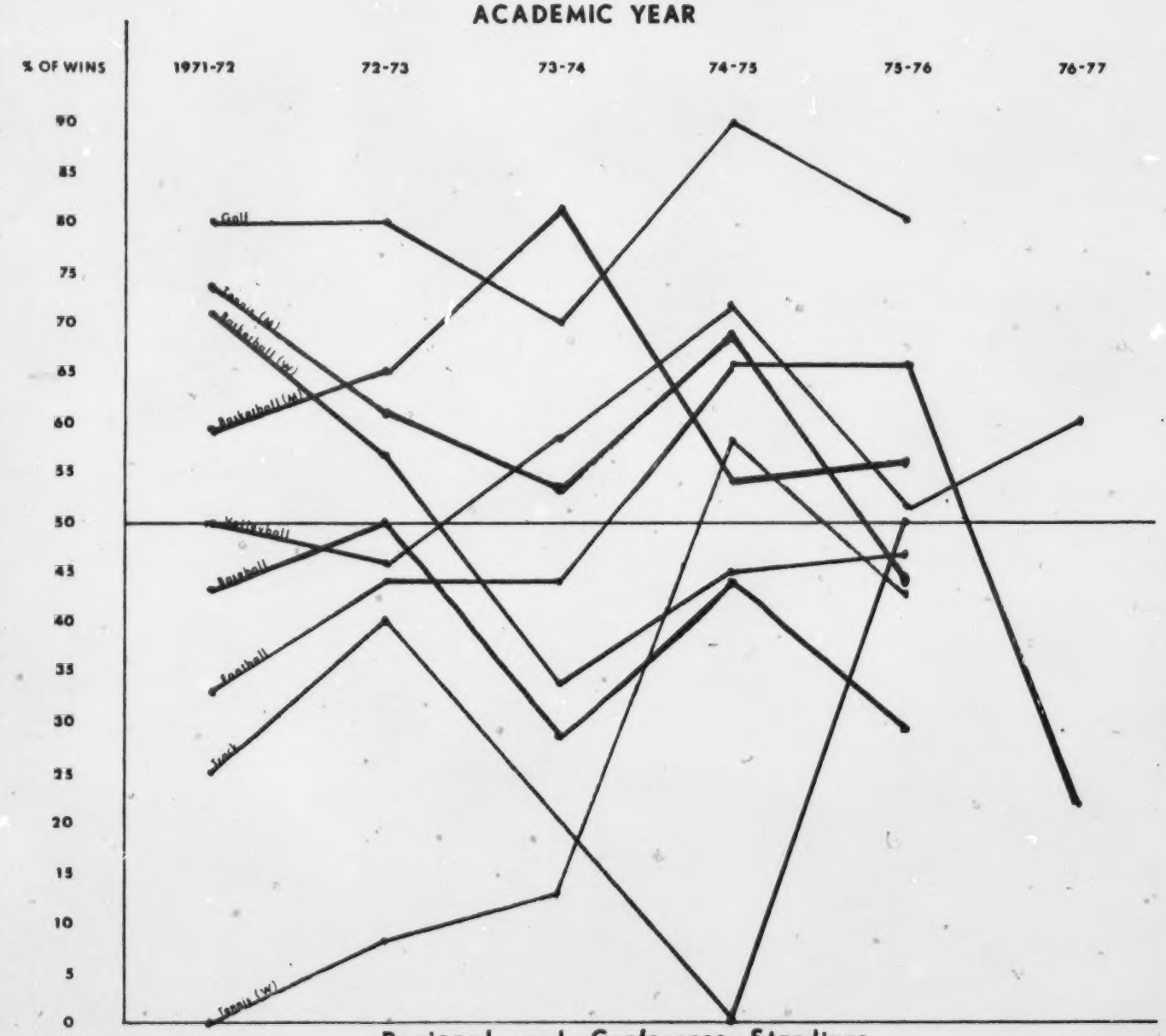
OLYMPIC COLLEGE ATHLETIC STANDINGS

1971-76



Regional and Conference Standings
(# Participants)

PROGRAM	1971-72	72-73	73-74	74-75	75-76	76-77
Golf	2nd Reg. 5th Conf.	2nd Reg. 6th Conf.	3rd Reg.	2nd Reg. 4th Conf.	2nd Reg.(14) 3rd Conf.	
Tennis (M)	1st Reg. 2nd Conf.	1st Reg. 4th Conf.	2nd Reg. 5th Conf.	1st Reg. 5th Conf.	3rd Reg.(14) 10th Conf.	
Basketball (W)	(8)	(8)	4th Conf.(10)	4th Reg.(12) 4th Conf	4th Reg.(11)	
Basketball (M)	3rd Reg.	3rd Reg.	1st Reg. 2nd Conf.	3rd Reg.	4th Reg.	(14)
Volleyball	8th Conf.(7)	10th Conf.(9)	5th Conf.(10)	1st Reg.(12) 5th Conf.	3rd Reg.(17) 9th Conf.	4th Reg.(11) 9th Conf.
Baseball	No Information Available			(24)		
Football	3rd Reg.	3rd Reg.		1st Reg. 2nd Conf.	3rd Reg	(70)
Track	11th Conf.(27)	8th Conf.(27)			10th Conf.(30MX8W)	
Tennis (W)	(6)	(11)	(11)	4th Reg.(10) 6th Conf.	4th Reg.(8)	

APPENDIX A

FOOTBALL

Fall 1975 comments:

52 on the eligibility list

4 received grants, but didn't play

7 received grants, but didn't return

Winter 1976 comments:

2 received grants, but didn't return

1 received a grant, no sport before during or after (Spring, same comment)

FALL 1975

#	comp. qt. #	%	return #	%	ave.GPA	GPA 2.0 #	%	Grants #	%	GPA 2.0 #	%
48	34	71	37	77	2.44	28	58	30	63	19	63
WINTER 76											
38	32	84	35	92	2.13	24	63	24	63	17	71
SPRING 76											
35	26	74			2.13	20	57	16	46	9	56
VOLLEYBALL (W)											
15	13	87	15	100	2.36	12	80				
Winter 76											
11	11	100	11	100	3.00	11	100				
SPRING											
12	10	83			2.80	8	67				

BASKETBALL (M)

#	comp. qt. #	%	return #	%	ave. GPA	GPA 2.0 #	%	Grants #	%	GPA 2.0 #	%
17	11	65	15	88	2.48	9	53	9	53	6	67
SPRING 76											
15	13	87			2.28	9	60	11	73	7	64
BASKETBALL (W)											
10	10	100	10	100	2.94	9	90				
SPRING											
8	8	100			2.91	6	75				

TITLE IX RECOMMENDATIONS

1. The Panel recommends that the women's conference be asked to take a look at situations which prohibit men from competing in women's programs.

2. In the future, work toward providing more intercollegiate athletic opportunities for women in different seasons.

3. Attention needs to be paid to providing better facilities for women.

4. Attention needs to be paid to equivalent equipment, staffing and pay in the men's and women's programs.

5. Equal publicity is needed.

6. Band and cheerleaders need to be made available for both women's and men's teams.

7. Help provide leadership to bring the two conferences in line with each other.

The Special Panel on Intercollegiate Athletics at Olympic College would like your input on current and potential intercollegiate athletic programs. Please fill out the questionnaire below:

1. Please complete:

Sex: M___ F___ New Student_____ Winter quarter 1977, I am taking:
Age:_____ Continuing Student_____ 10 or more credits_____
9 credits or less_____

I have participated, currently participate or plan to participate in an O.C. sponsored sport. Yes_____ If Yes, which sport(s)?_____
No_____ _____

2. Please state your preference on the following currently funded O.C. athletic programs by checking the appropriate boxes: (✓)

	Baseball	Basketball (M)	Basketball (W)	Football	Golf	Tennis (M)	Tennis (W)	Track (M)	Track (W)	Volleyball (W)
Continue										
Not Sure										
Discontinue										
Don t Care										

3. Which of the following intercollegiate athletic programs would you like to see at O.C. and how would you probably participate? If you mark "yes", indicate capacity in which you would participate. (✓)

	Bowling (W)	Cross Country (Running)	Field Hockey (W)	Gymnastics	Skiing	Slow Pitch (W)	Soccer	Swimming	Volleyball (M)	Wrestling
Yes										
No										

If yes:

Active Participant										
Spectator										

4. Comments:

ATHLETIC QUESTIONNAIRE - TOTALS

402 Responses

Administered January 3 and 4, 1977 to 2 groups of day and 2 groups of evening students during registration.

1. Female: 187
   Male: 209
   Age: 25.9
   New: 82
   Continuing: 305
   10 or more credits: 214
   9 or less credits: 173
   Athletic Participant: Yes: 54 No: 327
   Sport:

Football	10	Volleyball	8	Swimming	1	Jogging	1
Baseball	10	Golf	7	Gymnastics	1		
Tennis	9	Track	2	Soccer	1		
Basketball	8	Badmitton	2	Skiing	1		

2.

	Continue	Not Sure	Discontinue	Don't Care/No Response
Baseball	200	24	12	138
M/Basketball	228	8	7	130
W/Basketball	208	22	2	136
Football	223	9	13	129
Golf	131	44	10	164
M/Tennis	193	27	6	140
W/Tennis	193	28	5	127
M/Track	206	21	5	133
W/Track	196	23	5	136
W/Volleyball	201	19	5	138

3.	Yes	No	No Response	Active Partic.	Spectator
Bowling/W	90	129	83	57	37
Cross Country	92	107	83	19	66
Field Hockey/W	62	118	83	10	56
Gymnastics	144	79	83	28	97
Skiing	119	90	83	54	51
Slow Pitch/W	70	114	83	24	52
Soccer	125	87	83	36	84
Swimming	145	83	83	58	70
Volleyball/M	110	95	83	44	72
Wrestling	91	104	83	16	77

4. Comments:

Sports are good. I'm a little old to participate.
A good idea, but a hell of a way to spend money.
Don't give a f___!
Not interested in sports.
Sports is only secondary. What counts is low tuition!
Can the expensive sports to keep tuition down!
I really would like to take ice skating.
I would participate, but not in winter, it's too cold! See ya in the spring.
If bowling would come about, please contact me. Only if it would this year.
I would like to see Christians battle hungry lions.
Punt!
I think slowpitch for women is definitely a sport which should be started on varsity level. Also, there are several men interested in varsity volleyball - O.C. should have that.
Rugby.
I'm not so sure 'bout football either.
These courses are all right but not offered at enough times.
I think if the programs are funded, the athletes involved should have a C or better grade average. Women should be encouraged to participate more in sports.
More women should be encouraged to participate.
Either support sports fully or don't have them at all.
Either support sports fully or don't have them.
Soccer is an excellent sport.
Why must we physically assault our bodies to enjoy sports?
The more sports, the better.
I feel that all school activities should be continued at O.C. because it is the only good thing that we have left to enjoy.
Would like to see an intercollegiate volleyball/W.
Would like fast pitch soft ball.
Since I am not sports minded, I feel that I can't give a good evaluation.
Not familiar with athletic programs.
Judo.
Equistrian classes.

OLYMPIC COLLEGE
ATHLETIC QUESTIONNAIRE

Date:_____

1. I am filling out this questionnaire with reference to:_____
_____(fill in name of your sport).

2. My sex is:_____(fill in). My age is_____(fill in).

3. This is my:_____quarter (fill in number) at Olympic College.

4. I have completed approximately_____credits (fill in number) at O.C.

5. I am currently enrolled for:_____credits (fill in number) at O.C. this quarter.

6. This is my: (a) first, (b) second season (circle one response) in this sport at O.C.

7. Do you feel the facilities provided for your sport are adequate? (a) yes, (b) no (circle one response).

8. Do you feel the equipment and supplies provided for your sport are adequate? (a) yes, (b) no (circle one response).

9. Do you feel there is clearly demonstrated student body interest and support in your sport? (a) yes, (b) no (circle one response).

10. I have found my participation in this sport this season to have been: (a) greatly enjoyable, (b) enjoyable, (c) not very enjoyable, (d) not at all enjoyable. (circle one response).

11. I feel the coaching staff at O.C. in my sport is: (a) excellent, (b) good, (c) average, (d) fair, (e) poor. (circle one response).

12. If O.C. did not have this sport, I would have attended college elsewhere:(a) true, (b) false (circle one response).

13. If O.C. did not have this sport, I would not have attended college at all: (a) true, (b) false (circle one response).

14. If I could name one thing which would improve this sport at O.C., it would be_____
_____(fill in).

15. The reason(s) I chose to participate in this sport at Olympic College, and not at another college was/were:_____
_____(fill in).

16. My reason(s) for choosing O.C. was/were fulfilled: (a) yes, (b) no. (circle one response).

17. I intend, after I leave O.C., to continue participating in this sport at another level: (a) yes, (b) no (circle one response).

If you answer "yes" to the above question, what level?_____
_____(fill in).

18. Comments:_____
_____
_____

Thank you for taking the time to complete this questionnaire. Your responses will help us evaluate the intercollegiate athletics program at Olympic College.

Peter Steiner
Dean of Students/Chairman of the Special Panel to
Study Intercollegiate Athletics at Olympic College

(size reduced for Panel report)

APPENDIX E

ATHLETIC QUESTIONNAIRE

FOOTBALL - 24 Responses

2. 19.0

3. 1.9

4. 11.8

5. 14.8

6. (a) 18 (b) 6

7. Yes 14 - No 10

8. Yes 20 - No 4

9. Yes 8 - No 16

10. (a) 8 (b) 12 (c) 4

11. (a) 9 (b) 15

12. True 22 - False 1

13. True 4 - False 20

14.

More discipline	5
Student support	3
More money	3
Better facilities	3
Cheerleaders	1
More coaches	1
Better attitude	3
More training	1
Win	1

15.

Geographical (close to home)	14
Coach	7
Football/program	5
Major	2
Play more	2
Friends	1
Scholarship	1
Get away from home	1

16. Yes 21 - No 2

17. Yes 19 - No 3
4 Yr - 18
Pros - 2

18.

Need more discpline	3
Better facilities	3
Good coaching	2
Play next year	1
Too much freedom for players	1
Need more recruiting	1
Teams' failure due to players not coaches	1

ATHLETIC QUESTIONNAIRE

VOLLEYBALL - 11 Responses

2. 18.7

3. 3

4. 36.6

5. 15.7

6. (a) 5 (b) 6

7. Yes 7 - No 4

8. Yes 7 - No 4

9. Yes 2 - No 9

10. (a) 9 (b) 2

11. (a) 3 (b) 8

12. True 5 - False 5

13. True 1 - False 10

14.

Equipment/Supplies	3
Facilities	2
Publicity	1
Fans	2
Transportation	1

15.

Cost/Geographical	6
Good Program and Coaching	2
Scholarship	1
Small school	1
Pre-4 Yr Experience	2

16. Yes 11 - No 0

17. Yes 10 - No 1
4 Yr - 7
4 Yr or AAU - 1

18.

Great but needs more publicity, community support	2
Sports are important, create interest in OC	2
Facilities	1
Better than other programs	1
Should charge a fee for spectators	1
Better press and student support needed	1

(12-8-76)

ATHLETIC QUESTIONNAIRE

Women's Basketball

N: 10

2. Age: 19.2

3. Quarter: 4.9

4. Completed Credits: 60.1

5. Enrolled for: 15.9

6. A 4
   B 6

7. A 7
   B 2

8. A 8
   B 2

9. A 5
   B 5

10. A 7
    B 2
    C 1

11. A 6
    B 4

12. A 8
    B 2

13. A 2
    B 8

14. Facilities (gym-lockers) 4
    Money 1
    School support 1

15. Close to home 6
    Friends 2
    Inexpensive 1
    Prefer 2 year school 1

16. A 10
    B 0

17. A 6
    B 2
    Maybe 2

4 yr. college 4
coaching 1

18. I hope you get something out of this.

Prepared on Dec. 27, 1976	BASEBALL	BASKETBALL	CROSS-COUNTRY	FOOTBALL	GOLF	SKIING	SOCCER	SWIMMING	TENNIS	TRACK	VOLLEYBALL	WRESTLING	(W) BASKETBALL	(W) SOFTBALL	(W) TENNIS	(W) TRACK	(W) VOLLEYBALL	1975-76 F.T.E. ALLOC.	1975-76 ASB $
BELLEVUE	X	X	X		X				X	X								4,024	49,200
BIG BEND	X	X										X						1,084	20,700
CENTRALIA	X	X							X			X	X		X		X	1,945	28,290
CLACKAMAS	X	X	X	X					X	X		X	X		X	X	X		
CLARK	X	X	X		X				X	X			X					3,164	26,622
COLUMBIA BASIN		X		X	X				X			X						2,776	49,000
EDMONDS	X	X					X						X				X	2,402	15,950
EVERETT	X	X	X		X		X		X	X			X		X	X	X	4,303	34,76
FORT STEILACOOM	X	X							X				X		X		X	3,857	24,747
GRAYS HARBOR	X	X		X	X							X						1,479	44,500
GREEN RIVER	X	X	X		X		X		X	X		X	X		X		X	3,917	49,017
HIGHLINE		X	X					X	X	X		X	X		X		X	4,733	53,025
LOWER COLUMBIA	X	X			X				X			X	X		X		X	2,187	27,816
MOUNT HOOD	X	X	X	X	X	X			X	X		X	X		X		X	5,802	
OLYMPIC	X	X		X	X				X	X			X		X	X	X	3,363	71,774
PENINSULA		X			X													1,154	13,160
SEATTLE CENTRAL		X					X		X	X							X	5,886	18,829
SHORELINE	X	X	X		X		X			X								4,838	43,185
SKAGIT VALLEY	X	X	X		X				X	X			X	X	X			2,302	31,26
SPOKANE		X	X						X	X					X	X		5,512	64,565
SPOKANE FALLS	X	X		X	X				X				X		X	X	X	4,935	86,412
TACOMA	X	X	X		X				X	X			X	X	X		X	4,025	32,23
TREASURE VALLEY	X	X		X	X				X	X	X		X				X		
WALLA WALLA		X		X	X					X			X			X	X	2,303	32,500
WENATCHEE VALLEY		X		X									X				X	1,745	40,379
YAKIMA VALLEY	X	X		X					X				X				X	3,088	42,400

GUIDELINES FOR COMMUNITY COLLEGE ATHLETIC PROGRAM

1. Men and women shall be governed by one organizational structure.
2. There shall be no recruiting.
3. There shall be no athletic grants.
4. Sport seasons shall not exceed 10 weeks.
5. Sport seasons shall coincide with the beginning and ending of each quarter.
6. The conference shall be limited to Washington state.
7. The conference shall be limited to a regionel play-off within the Pacific Northwest (Washington, Oregon and Idaho).
8. Leagues shall be structured to limit traveling.
9. Whenever possible men and women shall play back to back games with home and home events.
10. Each sport shall be limited to a maximum of 20 games including non-league events.
11. Season practice dates shall begin one month prior to the first league event.
12. There shall be no overlap between sport seasons to enable an athlete to participate in sports back to back.
13. A commissioner from each college shall represent the entire athletic program.

ATHLETIC ADVISORY BOARD

I. Board Composition

A. Dean of Students - Chairman
B. Director of Student Programs and Activities
C. Coordinator of Athletics
D. Coordinator of Intramurals
E. Athletic Commissioner
F. Two Athletic Advisors - appointed by the President (1 year term)
G. Two Students - appointed by the ASOC President (1 year term)
H. Assistant to the President

II. Meetings

A. The Board shall meet bi-weekly at a time when the majority of the Board members can be present.
B. Meetings shall be held during the regular contract year for faculty.

III. Purpose

A. To evaluate and help determine the scope, standards and emphasis of the intramural, club, and intercollegiate athletic programs at Olympic College.
B. To evaluate and help determine the standards and guidelines for athletic programs regarding credits, G.P.A., athletic grants, awards, etc. at Olympic College.
C. To evaluate and help determine necessary league changes for the betterment of Olympic College.
D. To provide opportunities for the College President, Board of Trustees, athletes and coaches to discuss their desires and concerns regarding the entire athletic program at Olympic College.
E. To evaluate student surveys and make recommendations for adding or deleting a sport as an intramural, club, or varsity program at Olympic College.
F. To insure that the Guidelines for Intercollegiate Athletics, Title IX, and the league rules and regulations are being followed.

IV. Recommendations

All recommendations made by this Board shall be presented to the President for his consideration.

INTERCOLLEGIATE ATHLETIC PANEL - CHRONOLOGICAL ORDER OF EVENTS

10-13-76	Student Services Council adopts position paper on Intercollegiate Athletics and asks Dr. Peter Steiner, Dean of Students, to forward paper to Dr. Henry Milander, the College President.
10-16-76	Dr. Steiner gives halftime interview at O.C.-Mt. Hood football game on KBRO.
10-20-76	Dr. Steiner makes presentation to Study Session of Olympic College Board of Trustees.
10-26-76	O.C. Board of Trustees directs President Milander to appoint Special Panel on Intercollegiate Athletics.
10-27-76	Dr. Milander appoints Special Panel.
11-08-76	Dr. Steiner does KBRO "Quarterdeck" Show.
11-09-76	Regular weekly Panel meetings begin.
11-11-76	Distribution of questionnaire to student athletes begin. Panel tours facilities.
12-02-76	Bruce Leslie meets with Panel.
12-02-76	First public meeting.
12-09-76	Panel meets with activities advisors (coaches)
12-22-76	Mike Connolly meets with Panel.
12-30-76	KBRO phone-in show.
1-3&4-77	Questionnaire to student body conducted at winter registration.
1-11-77	Second public meeting.
1-22-77	Dr. Steiner gives halftime interview at O.C.-Grays Harbor men's basketball game on KBRO.
2-03-77	Final Panel meeting. Report submitted to Dr. Milander.

APPENDIX I

Institutional Support

of the

Olympic College Intercollegiate Athletic Program

It is essential that once the College decides to participate in an intercollegiate athletic program, that program should receive adequate institutional support. The minimum level of such support should produce a safe, educationally beneficial and competitive program, one which results in the winning of at least 50% of the scheduled contests, but remains within the philosophical guidelines of the athletic program.

Firstly, adequate institutional support should result in the employment of qualified, full-time, on-campus athletic personnel who receive sufficient compensation and training to perform the job satisfactorily. An athletic program, as other college programs, is as educationally strong and successful as the personnel who directs the programs. Consequently, the College should utilize no less a standard for its athletic staff than it uses for its classroom instructional or adminstrative staff.

Funds for the employment of athletic personnel should be provided from the College General Budget.

Secondly, adequate institutional support should result in the provision of safe and sufficient athletic facilities. To this end, the College should engage in a major effort to obtain funds to build, as a first priority, a multi-use field house and tennis courts and, following, a track and athletic field.

The majority of funds for this effort should be provided from the College Capitol Projects Budget, grants and, where feasible, supplemented from ASOC funds.

Thirdly, adequate institutional support should result in program funding levels which are satisfactory in providing for a safe, educational and competitive program.

Program and General Athletic funds should be provided from the ASOC Budget.

Fourthly, adequate institutional support should result in the provision of financial aid to the extent that such aid reflects the athletic philosophy of the College.

The majority of athletic grants, if needed, should be provided from the ASOC Budget and then supplemented from Booster Club funds.

Jobs for athletes, if needed, should be provided from the College General Budget.

Fifthly, adequate institutional support should result in the provision of safe and sufficient transportation. The distance and amount of travel engaged in by our athletes mandates that the College provide, where necessary, drivers other than coaches, and well maintained vehicles.

Charges for transportation should be divided between the College General Budget and the ASOC Budget.

Sixthly, adequate institutional support should result in the provision of a centrally located, after-hours phone line which is available to the coaching staff.

Phone-line funds should be provided from the College General Budget.

Seventhly, adequate institutional support should result in a public relations effort which makes our entire athletic program visible to the two county area which the College serves.

Funds for public relations should be provided from the College General Budget.

While it is realized that the College and the ASOC have financial obligations other than the athletic program, it remains imperative that the athletic program receive adequate institutional support. The athletic program by its very nature requires significant consideration due to the number of students involved, the possibility of physical injury and the public exposure given the program. Consequently, the College is obligated to its student-athletes and athletic staff to provide for a safe, competitive and educationally beneficial intercollegiate athletic program.

COMMENTS AND RECOMMENDATIONS ON

INTERCOLLEGIATE ATHLETICS

by the College President

February 11, 1977

Comments and Recommendations on
Intercollegiate Athletics by the College President

Introductory Comments.

The subject of intercollegiate athletics is always one which produces considerable discussion, discussion which is often heated and emotionally charged. The Special Panel on Intercollegiate Athletics to the College President is to be commended for its open approach to and detailed exploration of intercollegiate athletics in Community College District #3. Considering the charge to the Special Panel, theirs was not an easy task. Dedicated hard work on the part of the panel members and their collective ability to deal with facts rather than fiction, today and tomorrow rather than yesteryear, resulted in an excellent final report. As President of Olympic College, I support in whole or in part the majority of the recommendations captured in the Report of the Special Panel. Using the Special Panel Report, Section VI - Recommendations (pp. 7-11), as the base document and point of departure, I will respond with comments and recommendations as follows.

Philosophy

The philosophy of intercollegiate athletics expressed by the Special Panel is consistent with that expressed and implemented in the vast majority of comprehensive community colleges across this nation. The concepts of (1) life time sports, (2) student involvement and participation, (3) program balance and diversification, and (4) "students first-athletes second" are consistent philosophically with the student centeredness of the comprehensive community college. I further completely support the "Guidelines For Community College Athletic

Programs" listed in Appendix G.

Policies and Procedures

Olympic College has by statute been designated by the legislature to serve Kitsap and Mason Counties. With that in mind, the "community" served currently has nine high schools which feed the college the majority of its "right out of high school" student population. Considering that Olympic College attracts a fairly high percentage of graduates from the various feeder high schools it would appear unnecessary to recruit athletes. I support the concept of eliminating recruiting or at the most restricting recruiting to the College service area. I further concur with the Special Panel that athletic scholarships be eliminated.

Olympic College has been one of a few community colleges in the State these past few years urging consideration of a single athletic conference to equitably govern both female and male athletes and community college athletic activities. Recently, more of our sister institutions are seeing the wisdom of moving in this direction. I concur with the recommendations of the Special Panel and will continue to support such efforts consistent with the "Guidelines" proposed by the Panel.

I do not support the establishment of "an on-going" Athletic Advisory Board as recommended by the Special Panel and therefore do not support those recommendations listed in Appendix H. The functions of the proposed Athletic Advisory Board overlap those of the major institutional council in Student Services, namely the Student Services Council. The Council is a Board of Trustees approved outgrowth of a previous Student Services Task Force to

the President during the 1973-74 college year. I cannot support a standing committee of the type recommended with the above referenced redundancy. Another problem with the proposed Athletic Advisory Board is the fact that it can "end run" the position of Director of Student Programs and Activities. The Director is charged by a Board of Trustees approved responsibility description "To develop, organize, administer, evaluate, and promote all (underlined emphasis added) student programs and activities." Intercollegiate athletics is one of many student programs and activities organizationally assigned to the Director of Student Programs and Activities. Good management theory and practice simply do not allow for middle management administrative positions to be "end run" to the next in line supervisor(s) by standing committees. I do support the concept of an ad hoc committee of this type which functions with and advises the Director of Student Programs and Activities on an "as needed" basis. Likewise, I support other ad hoc advisory committees to the Director of Student Programs and Activities of this type in other student programs and activities areas such as drama, music, artist and lecture series, child care, student clubs, and the like.

The Olympic College Booster Club has been a valued asset to male athletic programs over the years. Recently the Club expanded its efforts to include female athletic programs. Future support of all operating athletic programs and activities by the Booster Club is not only desirable, but also necessary.

All Special Panel recommendations relating to Title IX including those listed in Appendix C receive my complete support. It's more than a matter of compliance with federal regulations. It's a long overdue matter of equality

and equity.

Coaching/Staffing

I concur with the Special Panel recommendations that greater attention be given to insuring that qualified activities advisors be employed. The State imposed 72% of formula staffing limitation, position control restriction, former activities advisors remaining in their respective tenured positions, and continuing yearly decline in day (perhaps morning would be more appropriate) on-campus F.T.E. student population make attainment of that goal virtually impossible. I further concur that full-time college district staff be given priority as activities advisors and support encouragement for their participation in in-service training.

I do not support the athletic director concept as recommended by the Special Panel. This runs counter to the Board of Trustees approved Student Services Task Force reorganization of Student Services during the 1973-74 college year. The intent of not having an athletic director was to integrate intercollegiate athletics into the same fabric and structure as the rest of student programs and activities whose funding derives from the same source, with the Director of Student Programs and Activities totally responsible and accountable accordingly. During these past three years that reorganization has worked well. The stature of intercollegiate athletics is neither greater than, nor less than that of other student programs and activities and that's as it should be. If it were otherwise, then support should be given for a Fine Arts (drama and music) Director, Artists and Lecture Series Director, and a host of other directors in the various student programs and activities. The economics are such that this is currently an impossibility and it appears that there will be

no relief in sight in the upcoming biennia.

With regard to released time for either an athletic director or activities advisors, one needs to take into account the fact that some budget (060 or 030) must be charged for the amount of salary and benefits paid. If, for example, one half released time is awarded for one position, a salary and benefits figure of approximately $10,000 must be captured in the appropriate section of the budget. Released time costs money and during the 1970's when increasing dollars are coming into the college district at a decreasing rate, it is difficult to budget for released time considering the nature of the many other demands on the budget. Considering the Special Panel recommended "Guidelines" in Appendix G which I previously indicated supporting, it would appear that less rather than more released time would be required.

I concur with the Special Panel recommendations that a physician be in attendance at all home contact intercollegiate athletic events and that student managers travel with athletic teams.

I do not support the addition of a classified staff position as recommended for two reasons: (1) economic and (2) precedent setting. This position would be potentially justifiable for a nine months period only with unemployment compensation being paid by the district during the three summer months. The college has too many such positions already. It would be my suggestion that work-study students be utilized since the college never completely uses its work study fund allotment in any given fiscal year. The addition of such a position would be precedent setting since it would be easy to argue for similar classified positions in other student programs and activities areas (i.e. music = handle equipment, travel, move risers, speakers, microphones,

or drama - handle equipment, set preparation, costumes, lighting).

Facilities/Services

The main campus of Olympic College is crammed into an approximate twenty acre site which was not originally designed to be a campus site. The only spectator athletic facility owned by the college district is the student center gymnasium--a pre World War II Navy facility passed on to the City of Bremerton who passed it onto the Bremerton School District who passed it onto the College (State of Washington). It has long since ceased to be a modern facility and the supporting areas (training, storage, locker and shower rooms) are abominable. As a part of the State System of Community Colleges we will not be given recognition in the immediate future for a new facility due to the peculiarities of the C.A.M. (Capitol Analysis Model). Since we have a facility (regardless of how bad it is), others who have no such facility get a higher State priority rating. Olympic College will continue to have a long wait unless the C.A.M. concept is changed in one of these upcoming biennia. I concur with the Special Panel that all six mentioned steps to be taken with regard to facilities should be taken to the extent that such is possible in a State System of Community Colleges where all capital projects and funding are controlled in Olympia. It should further be noted that without the fantastic cooperation over the years of the City of Bremerton (Roosevelt Field, adjacent parking, tennis courts, Lions Field) and Bremerton School District (Memorial Field, tennis courts, high school facilities), Olympic College would not even be in the intercollegiate athletic "business." The lone exception would be what the College could handle in its single above mentioned antiquated spectator gymnasium. This facility must also be used for physical

education classes, artists and lecture series, Kitsap County Science Fair, College and PSNS Apprentice School Graduation Ceremonies, and a host of other college and community activities and services.

I concur that the activity advisors have access to better telephone arrangements and suggest that the central location be in the vicinity of the Student Programs and Activities Office. If recruiting is eliminated or limited to the Kitsap and Mason Counties service area, there will be much less need for after hours phone usage.

I can understand why the recommendation relating to the use of chartered buses to transport student athletes was made, but the cost factors and implications for the size of the current and future college motor pool must be studied in detail and depth. Until such time as that is accomplished, I can neither support, nor reject the Special Panel recommendation. It further appears to me to be extravagant to charter a bus for a small tennis or golf team, for example, when all parties can easily fit and be adequately transported in a 16 passenger maxivan from the college motor pool.

Funding

While the Special Panel did not reach concensus on a two year stipulation for adding or phasing out programs, I would nevertheless, offer this observation. Legislative intent and State Board for Community College Education Guidelines For Use of Student Activities Fees clearly makes this a matter for determination by the students, namely A.S.O.C. The $14.50 received by ASOC from each FTE student constitutes a pool of dollars over which the ASOC clearly has some input into the destiny, nature, and length

of funding of the various student programs and activities.

I concur with the Special Panel that the Supplemental Schedule be reviewed and updated with special attention to consistency and parity. The Schedule has been a negotiable item and currently that process is in the federal mediation stage. Further complicating matters this year was a legislative restriction limiting the pool of dollars available for salary increases and related considerations, said restriction further supported and defined by an Attorney General's Opinion.

The Special Panel subscribes to the statement attached in Appendix J under the heading Institutional Support of the Olympic College Intercollegiate Athletic Program. I concur with the majority of the items listed. Some of the items, however, need to be costed out before being given final consideration or a priority listing in either the Operating or ASOC budget development process.

Sport-by-Sport Analysis

The dynamics of an institution are such that student desires and needs in the area of student programs and activities change from time to time. Programs are dropped, changed, and/or added. During the past five years intercollegiate wrestling, skiing, and cross country programs have been dropped along with Model United Nations, debate, and the year-book annual. In 1973, the ASOC funded a child care center which has since become a fantastic success. The student body in the college district has also changed rather dramatically during the past five years. The average age of the student body has risen from the early 20's to 31 years of age. Less than twelve percent of the student body is composed of last years high

school graduates. The pattern of students carrying fewer credit hours than was the case previously, continues. And the former day on-campus bulk of the student body has changed to the point where the bulk of the current student body is served in evening, extension, and various outreach programs in the two counties service area. I, therefore, support the recommendations of the Special Panel relating to intercollegiate athletic programs to be added and dropped. With regard to adding programs, the following questions need to be adequately addressed: (1) Is there sufficient student interest?, (2) Will the ASOC adequately fund the program?, (3) Can the College staff the program keeping in mind previously mentioned State imposed limitations and restrictions?, and (4) Are facilities available which are not College owned?

I do not support the recommendation that monies normally used for football be diverted to other athletic programs. As mentioned previously, legislative intent and State Board for Community College Education Guidelines for Use of Student Activity Fees requires that the recognized student organization, namely ASOC, be involved in making those determinations as to how student fee funds should be spent. This recommendation places a restriction on students with which they may not concur as they proceed through the ASOC budget development process each year. They may desire to supply more funding, less funding, or the amount recommended. Regardless of which one of the above is chosen, it should be a decision rendered by A.S.O.C. I should mention that I do support adequate funding by the A.S.O.C. of the various student programs and activities.

I concur with the recommendation that attention be paid, at least to the extent possible, to conference guidelines governing dropping sports.

Closing Comments

The Special Panel on Intercollegiate Athletics to the College President is to be commended for a job well done. In those few instances where exception was taken, in whole or in part to their recommendations, it was from a standpoint of perceiving the issue or issues in a different light. It is important to conclude by saying that Olympic College students, through ASOC, have the opportunity to make those determinations respecting student programs and activities which are funded through student fees.

Henry M. Milander

Henry M. Milander, President
Olympic College.

UNIVERSITY OF CALIF.
LOS ANGELES

JUL 21 1978

CLEARINGHOUSE FOR
JUNIOR COLLEGES